

International Olympic Committee



Marketing Report

torino 2006



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Letter from **Jacques Rogge** IOC President

The 2006 Olympic Winter Games in Turin provided the world with a wonderful experience of sporting excellence over the course of 17 days. To help make this moment possible for the athletes of the world, the Olympic broadcasters and Worldwide Olympic Partners dedicated extraordinary expertise and vital resources.

The Worldwide Olympic Partners provide substantial contributions of goods and services to the staging of the Olympic Games, and the Olympic broadcast partners bring the brilliance of the Olympic experience to the global viewer.

With thanks to the support of our partners, the IOC is able to distribute significant revenue throughout the Olympic Movement and importantly, invest in sport.

Broadcast revenue supports the Organising Committee in the staging of the Games, the International Sports Federations in the global promotion of sport, and National Olympic Committees through Olympic Solidarity. Through the TOP programme, the Worldwide Olympic Partners contribute support for every National Olympic Committee in the world, as well as products, services, technology, expertise and financial resources to the Organising Committees for the staging of the Games.

Torino 2006 received tremendous support from Olympic broadcasters and sponsors. Their commitment to ensuring the success of the Games and their dedication to the Olympic athletes is inspiring. By helping to provide a global stage for the world's greatest athletes, and by assisting the Olympic Movement in sharing the spirit of friendship, solidarity and peace, our Olympic partners make a vital contribution to the world. For this, we are very grateful.

Within this report, it is our hope that all will see the excellence of the 2006 Olympic Winter Games and the important contributions that the Olympic broadcasters and sponsors have made to the Olympic Movement and the athletes.









Letter from **Gerhard Heiberg**, Chairman, IOC Marketing Commission

As I think back on the great experience of Torino 2006, I would like to express my gratitude to the Worldwide Olympic Partners and to the Turin Organising Committee.

For the past 20 years, the TOP programme has provided support for every Organising Committee and every National Olympic Committee. In that time, the TOP sponsors have become increasingly vital to the success of the Games. In that time, they have also become more supportive of our efforts to share the Olympic ideals with the world.

I would also like to note that the Worldwide Olympic Partners have helped to make the Games more globally inclusive than ever before. Through their support over the past two decades, they have helped to provide more nations with the necessary resources to develop Olympic teams and to send athletes to participate in the Games. In Torino 2006, a record 80 Olympic teams participated. Likewise, the TOP programme is now the most international it has ever been. With TOP sponsors headquartered in seven countries across three continents, the programme truly mirrors the global nature of the Olympic Movement.

I would like to also applaud the Turin Organising Committee for creating the most successful sponsorship programme in Italy's history. The Torino 2006 domestic sponsorship programme generated the most revenue, and enjoyed the highest levels of interest and awareness, of any sponsorship in Italian sport. The theme of Passion Lives Here was very appropriate: it provided a strong image for Torino 2006 and created a powerful marketing platform for the Olympic partners.

The success of Torino 2006 has changed the face of sports marketing in the Italian market. It has left a strong legacy for Italy and the Olympic Movement.

With this document, the IOC would like to thank its partners and TOROC for excellent partnerships and excellent Games.

The Torino 2006 Marketing report overview

There is no doubt about the marketing and broadcasting success of Torino 2006. We witnessed record television coverage worldwide and broadcast innovations. We saw significant support from the TOP sponsors, as they created programmes to support the athletes and to share the Olympic spirit with the world. Domestically, the Torino 2006 Organising Committee developed the strongest sponsorship programme ever conducted in Italy, as well as highly successful licensing and ticketing programmes that surpassed their respective budgets and goals.

These results are a testament to the power of the Olympic brand, to the strength of Olympic marketing, to the support from our partners, and to the passion that the Turin Organising Committee and the people of Italy brought to these Games.

This report is a comprehensive summary of the marketing programmes that helped to make the Torino 2006 Olympic Winter Games possible. In these pages, you will find insights on the global Olympic brand, the basis of all Olympic marketing efforts, as well as a study of the Torino 2006 brand, a powerful identity that vividly expressed the themes of participation, celebration and passion.

Here you will read about the many contributions that the TOP sponsors have made to the Olympic Movement and the XX Olympic Winter Games with their goods, services, financial resources and promotional support. With each Games, the TOP sponsors find new and innovative ways to support the athletes, to contribute to event operations and to promote the Olympic ideals. With increasing effectiveness they align their brands, their values and their corporate culture with the Olympic ideals.

This report also clearly details the support that the Torino 2006 domestic sponsors provided to the staging of the XX Olympic Winter Games. We hope that this information will serve as inspiration to future Organising Committees and future Olympic sponsors in developing strong partnerships with the Olympic Movement.









A great measure of the impact of the XX Olympic Winter Games on the world is the success of the Torino 2006 broadcast, which generated record revenue support for the Olympic Movement, garnered significant viewership and provided record coverage to audiences worldwide. The Torino 2006 broadcast also raised the bar in traditional television production and fostered new technological innovations in digital and broadband distribution.

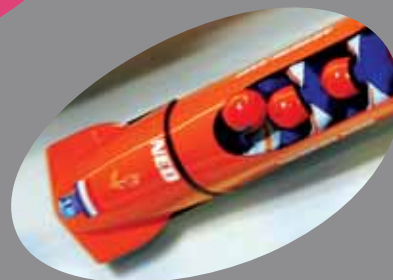
Olympic broadcast partnerships generated the greatest amount of revenue ever for the Olympic Winter Games, providing unprecedented levels of support for the Olympic Movement worldwide, while also offering powerful evidence that the Olympic Games are a strong investment.

The Turin Olympic Broadcast Organisation provided nearly 1,000 hours of live content – the most in Olympic Winter Games history. Our broadcast partners, in turn, provided viewers with a combined total of more than 16,000 hours of coverage – by far a record in Olympic Winter Games broadcasting. The Olympic broadcasters also maximised opportunities in new media technology, providing viewers with more access and greater choice through the Internet, mobile phones and multiple television channels.

The strong results from the Torino 2006 Ticketing and Licensing programmes offer great insights into the strong interest and excitement that the XX Olympic Winter Games generated in Italy and around the world. This report devotes a chapter to each of these programmes with insights into how the programmes were developed and managed and the successes that they achieved. In these areas, too, we hope that Torino 2006 will help to serve as a model for the benefit of future Organising Committees.

The Torino 2006 Olympic Winter Games were the first for IOC Television & Marketing Services. Since the merger of the IOC Marketing Department and Meridian Management SA, we have worked to integrate TV rights with marketing in order to enhance and build on synergies to provide increasing levels of service and support to our partners. Torino 2006 marked our first Olympic Games under our new name and new structure, and in the coming years we will continue to pursue our mission, to enhance our services and to strive to be the best organisation of our kind.





Passion Lives Here

The Torino 2006 Olympic Games



The sun's rays ignited the flame in the ancient fields of Olympia on 27 November 2005. Then, passing from torchbearer to torchbearer, the Olympic flame journeyed from Olympia to Rome, and from Rome to Turin – through all the regions of Italy. Heralding the Olympic Winter Games, the Torino 2006 Olympic Torch Relay spanned 64 days and travelled 11,300 kilometres through 140 cities and 107 provinces before arriving at the historic Stadio Olimpico.

The XX Olympic Winter Games began on the night of Friday, 11 February 2006, with a ceremony that paid tribute to Italy's profound place in history, celebrated the passion of its people and honoured the host city's heritage as a centre of industry and innovation. Imbued with style, energy and speed, the Torino 2006 Opening Ceremony marked the return of the Olympic Winter Games to Italy after half a century.

“The first night of the Games was one that I will never forget. Participating in an Opening Ceremony for the first time and then lighting the Olympic cauldron, after a spectacular evening, is the wildest dream I could ever have hoped for. I will never forget how I felt when I received the torch, running past the athletes and lighting up the stadium with the strongest Olympic symbol.” **Stefania Belmondo** *five-time Olympian from Italy, on the experience of lighting the Torino 2006 Olympic cauldron*



Torino 2006 Olympic Torch Relay

<i>Olympic Torchbearers</i>	10,001
<i>Torch Relay Distance</i>	11,300km
<i>Torch Relay Duration</i>	64 Days
<i>Cities / Provinces Visited</i>	140 / 107



Before the Torino 2006 Olympic Games were declared open and the tallest Olympic cauldron in history was lit in a flash of pyrotechnics, more than 2,500 athletes from 80 nations paraded into the Stadio Olimpico. Over the next 17 days the athletes would capture the world's imagination by skiing, skating, sliding and scoring on the snow and ice of the Torino Province.

Embodying the ideals of passion and participation, the XX Olympic Winter Games were fittingly the most inclusive in history. With an unprecedented number of nations competing, including a strong delegation of female athletes, Torino 2006 contributed to the Olympic Movement's goals of promoting sport for all.

In keeping with these themes, the world was welcomed to the largest city ever to host the Olympic Winter Games by an extraordinary group of 18,000 volunteers. Representing 64 nations, and selected and trained from among 41,000 applicants, the volunteers brought spirit, passion and warmth to the Torino 2006 experience.

Torino 2006 Volunteers

<i>Olympic Volunteers</i>	18,000
<i>Nations of Origin</i>	64
<i>Volunteer Applications</i>	41,500





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"I will keep from these Games the image of success. They were the Games of heart, of warmth, of smiles, and of generosity. It was Italy at its best."

Jean-Claude Killy, IOC Coordination Commission Chairman

The celebration of the Torino 2006 Olympic Winter Games was a great success, providing the world with a vibrant experience, exciting winter sporting action, and memorable moments. From Turin to Bardonecchia, from Cesana-Pariol to Cesana-San Sicario, from Pinerolo to Pragelato, and from Sauze d'Oulx to Sestriere, the athletes embodied the Olympic ideals and competed in the spirit of friendship and fair play.

Through 16 days of competition at the XX Olympic Winter Games, athletes from 26 countries won medals in seven sports and 15 disciplines. Each night in Piazza Castello – one of the enchanting city's many elegant squares, surrounded by impressive palaces and arcaded promenades – the world celebrated the athletes' achievements at the Olympic Medals Plaza.

Torino 2006 Athletes

Athletes Participating in the Games	2,508
Participating Male Athletes	1,548
Participating Female Athletes	960
Olympic Teams / National Olympic Committees	80

Torino 2006 Olympic Games Competition

Olympic Sports	7
Olympic Disciplines	15
Olympic Medal Events	84
Days of Competition	16



"I have seen at these Games many wonderful things. . . . The sporting performances were truly exceptional. I can't remember Games of such sporting quality. This, for me, is the most important thing." **Jacques Rogge**, IOC President



The Power of the Olympic brand



The Olympic Games have captured imaginations and stirred emotions for more than a century. Inspired by an enduring tradition and established upon universal ideals, the Olympic Games today possess a powerful image and identity. Embodied in the spirit of the Olympic Games and the striving of the Olympic athletes, the Olympic brand is confirmed in the thoughts, perceptions and feelings of people around the world.

Paradox and dichotomy contribute to the identity of the Olympic Games and the power of the Olympic brand. While people believe that the Olympic Games are just as much about taking part as they are about winning, people also believe that there is no greater achievement in sport than to win a gold medal. People around the world agree that the Olympic Games are about unity, peace and global community; and people also believe the Games to be a celebration of diversity and patriotism. People believe that the Games are the pinnacle of all sporting events, while people also assert that the Olympic Games are much more than just a sports event.

These inherent and seemingly opposite attributes resonate strongly in consumer thoughts and perceptions, demonstrating that the Olympic brand possesses multiple dimensions, comprises a range of aspirations and encompasses universal values that contribute to its broad global appeal.



Olympic Image 2006: High Appeal and Awareness¹

Concurrent with each Olympic Games and Olympic Winter Games, the International Olympic Committee (IOC) conducts global Olympic brand research to understand the thoughts and perceptions of people around the world, to discover what drives consumer interest in the Olympic Games and to study the attributes that differentiate the Olympic Games from all other sporting and cultural events.

This research continues to demonstrate that the Olympic Games and Olympic Winter Games enjoy extraordinarily high appeal and awareness among consumers worldwide. The Games rank as one of the highest in appeal and awareness among major sports and entertainment events.

- Global consumer awareness of the Olympic Winter Games increased from 87% in 2004 to 94% in 2006.
- Almost half of all research respondents stated: “Some of my most memorable TV moments involve the Olympic Winter Games.”

Olympic Enthusiasm: What Motivates Interest in the Games

Several key elements drive consumer interest in the Olympic Games, contribute to the appeal of the event and differentiate the Olympic brand from any other sports and cultural property. The following results from 2006 Olympic brand research demonstrate the elements that drive interest in the Olympic Games.

<i>The Olympic Games are special because they happen only once in a while</i>	77%
<i>Performance of Olympic athletes encourages children to participate in sport</i>	75%
<i>The Olympic Games are more than just a sports event</i>	73%
<i>The Olympic Games provide a good role model for children</i>	73%
<i>The Olympic Games are as much about taking part as they are about winning</i>	70%
<i>There is no better achievement in sport than winning an Olympic gold medal</i>	69%
<i>No event brings the world together quite like the Olympic Games</i>	67%
<i>The Olympic Games are the pinnacle of all sports events</i>	65%
<i>The Olympic Games have something for everyone</i>	65%

¹ During the Torino 2006 Olympic Winter Games, the IOC conducted research in 12 countries. Statements about the attributes of the Olympic brand included in this section of the Torino 2006 Marketing Report are derived from the results of that research project.





The Olympic Brand: Three Themes

The essence of the Olympic Brand consists of three essential pillars. The first of these is Striving for Success, which is founded upon the ideals inherent in sport – such as *striving, excellence, determination, being the best*. Attributes that define the Olympic Games as a global festival – such as *global, participation, celebration, unity, festive* – constitute the second pillar, Celebration of Community. The third pillar, Positive Human Values, is composed of the attributes that fulfil our understanding of, and aspiration to, universal ideals: *optimism, respectful, inspirational*. These three pillars support a powerful, emotive brand that transcends sport and resonates strongly with the people of the world.



From the Olympic brand essence, three communication platforms emerge: excellence, friendship and respect:

Excellence: The Olympic Games offer examples of the pinnacle of sporting achievement, inspiring us to strive to do, and be, our best in our daily lives.

Friendship: The Olympic Games provide examples of how humanity can overcome political, economic, religious and racial prejudices and forge friendships in spite of these differences.

Respect: The Olympic Games present examples of the profound meaning of “respect”, as a life lesson for humanity:

- respect for yourself
- respect for others
- respect for the rules



The Enduring Olympic Ideals

Today, the Olympic brand's core attributes are still closely aligned with the Fundamental Principles of Olympism established more than a century ago in The Olympic Charter. This resonance is a testament to the endurance of the Olympic values and to the timelessness of the philosophy of Olympism. It is also testament to the power of the Olympic Games and the Olympic athletes who embody and convey a universal promise to inspire generation after generation.

The Foundation of Olympic Marketing

The strength and depth of the Olympic brand is the foundation of Olympic marketing. One of the goals of the Olympic Movement is to nurture the Olympic brand and, in turn, ensure the value of the Olympic partners' investments. A goal of each Olympic partner is to maximise its investment by aligning the attributes of its own brand with the values and attributes of the Olympic Image.

Promoting the Olympic Brand: Celebrate Humanity

The International Olympic Committee promotes the Olympic brand through the Celebrate Humanity global campaign. The campaign for 2006 presented personal interpretations of the Olympic experience, with Andrea Bocelli delivering the message known as "Heart" and Nelson Mandela delivering the message known as "Adversaries and Equals". Both messages – with executions produced in five languages – resonated with the truth that the Olympic ideals are shared by all and conveyed the power of the Olympic Games to reflect the human spirit and to inspire hope.

Following the success of the three previous editions of the campaign – for the Sydney 2000 Olympic Games, the Salt Lake 2002 Olympic Winter Games and the Athens 2004 Olympic Games – Celebrate Humanity 2006 was aired worldwide and Olympic broadcasters in several countries customised the campaign to tailor messages to their local markets. Distributed to all Olympic broadcast partners, the objectives of the Celebrate Humanity campaign for 2006 were:

- To communicate to a worldwide audience the core values and ideals of the Olympic Games
- To raise the awareness of the Olympic Games and the spirit of Olympism highlighting those attributes that make the Games special
- To demonstrate the power of the Olympic Games as the greatest sporting and cultural festival in the world

- To increase excitement and interest amongst the public, thereby helping to build the size of Olympic Games broadcast viewing audiences
- To assist in providing synergy to the marketing initiatives of the Olympic broadcast partners
- To provide a positive, synergistic backdrop for the Olympic programmes of the IOC's marketing partners

Celebrate Humanity 2006: Highlights



- In addition to strong support from the Olympic broadcast partners around the world, Celebrate Humanity was aired by CNN International and ESPN International and was incorporated into the Daily Torino 2006 Highlights Films produced by TWI for in-flight and in-ship airing on Lufthansa, Austrian Air, Princess Cruises and Disney Cruises.
- The campaign's television executions were translated to accommodate audiences in several European countries, including Bulgaria (BGBNT), Estonia, Turkey (TRT), Finland (YLE) and Germany (ARD TV).
- The European Broadcasting Union customised the messaging and the footage of Celebrate Humanity to create tailor-made European spots that featured spokespeople: Jens Weissflog (Germany: Ski Jumper), Gunda Niemann (Germany: Speed Skater), Markus Weissmeir (Germany), Ruslana (Ukraine: Singer) and Pirmin Zubriggen (Switzerland: Alpine Skier).
- CCTV in China aired the Bocelli and Mandela spots, while also customising the "Heart" spot with Sang Lan (China: Olympic Gymnast) and the "Play" spot with Liu Xiang (China: Olympic Swimmer).
- In addition to airing the Celebrate Humanity spots regularly, Eurosport staged an Olympic-themed event, inviting young people to a dance party where a professional disc jockey mixed music that aligned with the Olympic brand values. The music accompanied giant video displays of images from past Olympic Winter Games. Eurosport later broadcast the event, called Celebrate Humanity Clubbing, in two 30-minute late night programmes, which aired six times in the lead-up to and during the Torino 2006 Olympic Winter Games.





The Torino 2006 Brand



Torino 2006 built a strong brand upon the foundation of the global image of the Olympic Games, creating an identity that conveyed the character of the host city, the defining attributes of the XX Olympic Winter Games and the distinct culture and heritage of Italy and the Piemonte region. The Torino 2006 brand is powerful and cohesive, communicating unified themes and concepts in many ways and in a wide range of formats and executions.

The Emblem: The Mole and the Mountains

The emblem of the Torino 2006 Olympic Winter Games combined concepts of architectural, geographical, cultural and emotional significance. The unmistakable silhouette of the Mole Antonelliana, the defining architectural landmark of the city, was transformed to resemble an Alpine mountain peak reaching to where the white of the snow meets the blue of the sky. The geometric forms of ice crystals, which reflected the essence of winter sport, were intertwined to form a closely woven net that symbolised the heritage of the city as a centre of industry, design and technology, while also reflecting the community of nations and cultures at the Olympic Winter Games.





The Look of the Games: The Piazza

The Look of the Games was an integrated system of visual communications created to convey the characteristics, themes and ideals of Torino 2006. The “Look” was based on the concept of the piazza, a traditional meeting place in Italian culture and a metaphor for the communion of nations and cultures at the Olympic Winter Games.

To provide the piazza with a well-defined sense of depth, graphic elements of arches and arcades were presented in perspective – a concept created and developed by Italian Renaissance artists such as Brunelleschi, Alberti, Masaccio and Piero Della Francesca. The transparency of the graphic elements enabled colours to blend together, creating nuances that recalled the varied Italian landscape.

The Look of the Games for Torino 2006 was rich in contrasts. Day and night were portrayed by the range of colours and the play of light. The city and the mountains were reflected, respectively, in straight lines and natural curves. Red hues depicted passion, and shades of blue depicted ice and snow.

The Theme: Passion Lives Here

“Passion lives here”, the simple but powerful three-word theme of Torino 2006, expressed the spirit and values of the XX Olympic Winter Games. The theme, visually depicted in the vibrant colour red, emphasised the passion that drives the Olympic athletes and characterises the people of Italy.

The Olympic Torch

The Olympic torch of Torino 2006 exhibited a curved linear form inspired by both the point of a ski and the top of the Mole Antonelliana.

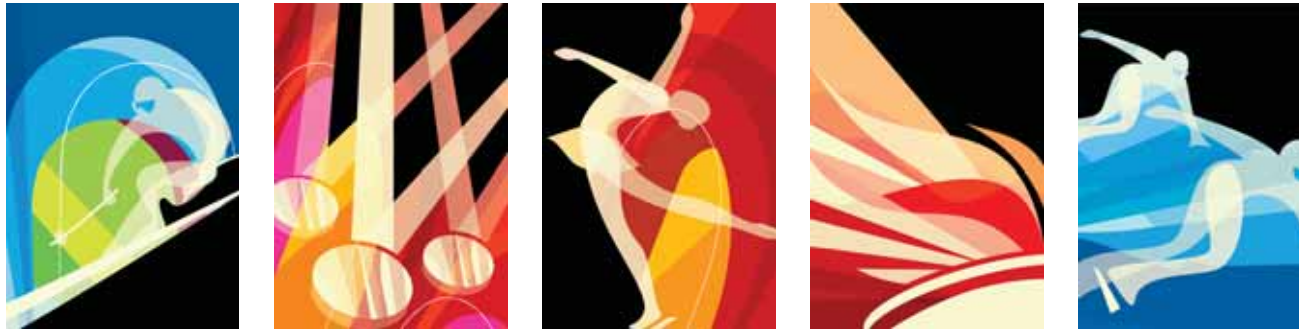






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The torch, which was carried across Italy by nearly 10,000 torchbearers during the 64-day Olympic Torch Relay, was designed to appear as an extension of a torchbearer's arm. Made of aluminium, steel and other materials that reflect Turin's industrial history, the torches were engineered to endure snow and wind up to 120 kilometres per hour and to burn up to 5,000 metres above sea level.

The Olympic Medals

One of the most striking innovations to evolve in the image and identity of Torino 2006 was the design of the Olympic medal, with an open space in the centre. This design concept, unprecedented in Olympic history, communicated the overarching Torino 2006 design theme of the piazza – an open space of participation, passion and celebration. The significance of the open-circle design was enhanced by its connection to the Olympic symbol of five interlocking rings, in which the medals appeared to encircle the heart – the source of passion – of each Olympic medallist. The graphic design of the medals was consistent with the Look of the Games, with a three-dimensional appearance created by the use of various textures.

The Sport Pictograms

The Torino 2006 pictograms represented each of the fifteen sports on the Olympic Winter Games programme. With a design that aligned with the Look of the Games, the Torino 2006 sporting pictograms were the first in Olympic history to feature a three-dimensional design, giving a sense of depth. The pictograms' transparency of colour recreated the dynamic motion of Olympic sports in action, and their clean, modern style reflected the excellence of Italian design.





Torino 2006 Broadcast



Highly Successful Olympic Winter Games Broadcast

The global broadcast presentation of Torino 2006 was the strongest in Olympic Winter Games history. More television channels than ever before televised the Games.

Technological advancements enhanced the viewing experience and offered greater choice to consumers, and Olympic broadcast partners maximised opportunities to distribute coverage through a range of new media vehicles.

Torino 2006 Broadcast Facts

<i>Potential Audience</i>	<i>3.062 billion</i>
<i>Countries Televising the Games</i>	<i>200</i>
<i>Total Global Coverage</i>	<i>16,311 hours</i>
<i>Total Viewer Hours</i>	<i>10.6 billion</i>
<i>Average Potential Viewer Consumption</i>	<i>3.5 hours</i>
<i>Unbiased feed from the Host Broadcaster</i>	<i>1,000 hours</i>
<i>Torino 2006 Broadcast Revenue</i>	<i>US\$833.5 million</i>



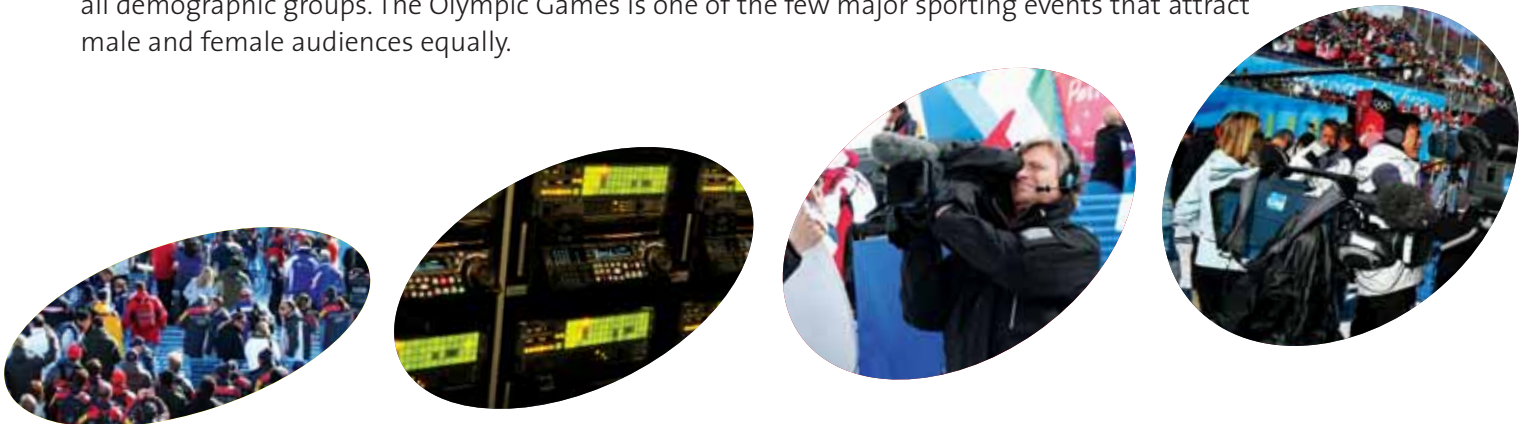
Greatest Coverage in Olympic Winter Games History

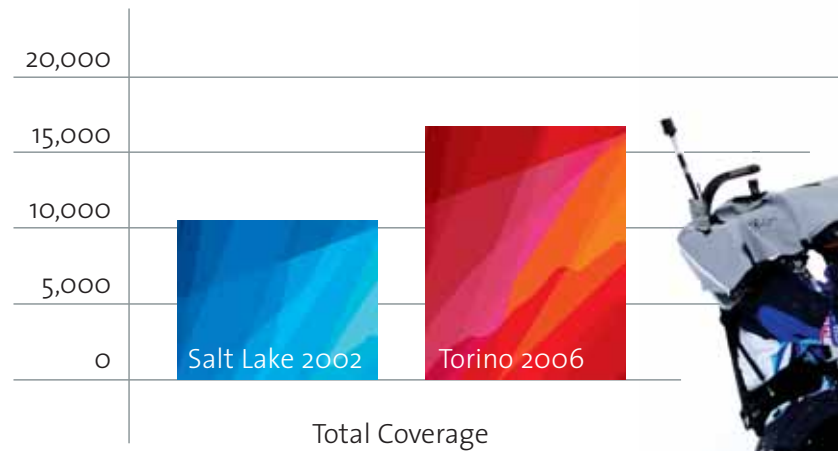
The Olympic broadcast partners worldwide made the global broadcast of Torino 2006 the strongest in Olympic Winter Games history, offering unprecedented coverage of competitions and ceremonies. The Torino 2006 broadcast provided viewers with a greater choice by maximising new technology and delivering significantly more dedicated coverage than ever before.

Dedicated coverage of the XX Olympic Winter Games reached a worldwide total of more than 16,300 hours, the equivalent of 679 days of around-the-clock coverage. As more Olympic broadcasters made greater use of satellite and digital platforms to provide viewers with increased access to the Games, broadcast coverage of Torino 2006 marked an incredible 57% increase over the previous record of 10,416 hours of coverage established for Salt Lake 2002.

- The Torino 2006 broadcast in Europe marked a 76% increase in coverage over Salt Lake 2002
- In Asia, Torino 2006 coverage marked more than a 50% increase over Salt Lake 2002
- The XX Olympic Winter Games were the first to be broadcast entirely in high definition television (HDTV), and more broadcasters worldwide offered the service than ever before
- Torino 2006 offered more digital interactive viewing than any previous Olympic broadcast
- More than 12,500 hours of Torino 2006 coverage (or 23% of the coverage) occurred during prime time, representing more than a 50% increase over the global prime time coverage of Salt Lake 2002
- Prime time coverage of Torino 2006 accounted for 37% of the total viewer hours worldwide

The Torino 2006 broadcast results also show that the Games have broad appeal among global viewers in all demographic groups. The Olympic Games is one of the few major sporting events that attract male and female audiences equally.





New Technology Offers Greater Choice

Broadcasters maximised new media technology in distributing coverage of the Torino 2006 Olympic Winter Games, providing viewers with the most access and the greatest amount of choice in the history of Olympic broadcasting. For the first time in an Olympic Winter Games, fans in certain markets were able to access:

- live action and highlight videos streamed to their mobile phones
- live video streams via the Internet through dedicated sites
- television coverage in High Definition Television (HDTV)

“New media technology is instrumental in reaching the full potential of the Olympic broadcast. The greatest possible access and choice are essential to our goal of engaging the people of the world in the experience of a global multi-sports event, with teams from 80 nations competing in 15 disciplines, with simultaneous events occurring at all hours of the day. We are proud of our Olympic broadcast partners for understanding how consumers live in today’s technologically advanced world and for rising to the challenge of delivering the full Olympic experience.” **Timo Lumme, Director, IOC Television & Marketing**





Continental Analysis

The table below offers a breakdown of the Torino 2006 coverage and viewing, showing all markets that broadcast dedicated coverage of the XX Olympic Winter Games.

Continent	Potential audience (millions)	Coverage (hrs)	Viewer hours	Consumption (per viewer)
Africa	116,125,631	1230:20	121,150,720	01:20
Asia	1,690,820,511	3555:34	2,936,902,237	01:49
C & S America	219,214,984	1025:18	282,813,508	01:17
Europe	697,423,525	9329:00	5,112,329,487	07:18
N America	314,199,746	991:16	2,073,046,822	06:35
Oceania	24,365,723	180:17	84,045,703	03:33
Total	3,062,150,119	16311:46	10,610,288,477	03:33

Notes:

- Potential audience reflects the number of individuals with access to channels broadcasting coverage of Torino 2006
- Viewer Hours, derived by multiplying the number of viewers by the duration of the programme, is intended to measure an event's popularity and to enable direct comparisons between programmes of different durations
- Coverage is the cumulative hours and minutes of Torino 2006 programming presented by all broadcasters within a given region
- Consumption reflects the average amount of Torino 2006 programming, measured in hours and minutes that each individual viewer watched in the region

Europe

As the Olympic Winter Games returned to Europe for the first time since Lillehammer 1994, broadcasters boosted coverage significantly over previous editions of the Games and attracted large audiences that generated impressive viewing levels across the continent. Viewer hours increased 35% over Salt Lake 2002. European broadcasters provided well over 9,329 hours of coverage combined, accounting for more than 57% of the world-wide coverage of Torino 2006 and marking a 76% increase over Salt Lake 2002. Broadcasters were rewarded by European audiences, which generated more than 5.1 billion viewer hours – 48% of the global viewer hours for Torino 2006 and a 35% improvement over Salt Lake 2002. The average potential viewer watched 7.3 hours of coverage over the course of the Games. More broadcasters in Europe maximised new technologies than ever before, offering viewers in Germany, Finland, the Czech Republic and the United Kingdom an additional 1,430 hours of digital coverage.



Pan Europe

Eurosport recorded its strongest Olympic Winter Games performance ever, generating more than 341 million viewer hours to mark an increase of 44% over Salt Lake 2002. Across all broadcasters, European viewer hours increased 35% over Salt Lake 2002. Eurosport delivered impressive live 24-hour coverage, drawing twice as many viewers as its regular average and in total 140 million unique viewers.

Austria

The success of the Austrian Winter Olympic team, which finished third in the overall medal count, was mirrored in the high viewing levels throughout the country. Despite a fall in coverage hours from Salt Lake 2002, the increase in live and prime time coverage drove a 26% increase in viewer hours. Viewer hours generated from non prime-time programming rose by 79% and Torino 2006 coverage achieved an average market share of 35% during non prime- time hours.

Czech Republic

The popularity of the Olympic Winter Games in the Czech Republic was evident, as the broadcast generated 168 million viewers hours – a rise of 38% over Salt Lake 2002. The Czech Republic's viewing levels per head were the fifth highest in the world, as each viewer consumed more than 17 hours 20 minutes of Torino 2006 coverage.

Finland

Over the course of the Games, potential viewers in Finland watched 33.5 hours of coverage each – the most of any country in the world – and they watched an average of 2 hours and 56 minutes on the final day of the Games alone, as the Finnish Ice Hockey team narrowly missed out on the gold medal. The 215 hours of terrestrial coverage and 114 hours of digital coverage provided by YLE – 63% of which was aired live throughout the day – contributed to a 60% viewer hour increase over Salt Lake 2002.

France

Despite a 7% decrease in coverage from the Salt Lake 2002 broadcast, Torino 2006 viewer hours in France marked a significant 60% increase over the previous edition of the Olympic Winter Games with each potential viewer watching more than 7.5 hours of coverage.

Germany

As the German Olympic team topped the overall medal standings, German viewers amassed more than 670 million viewer hours. Andre Lange and his four-man bobsleigh took Olympic gold as 10.16 million viewers tuned in, making it the top-rated event in Germany and on ARD. On average, each German viewer consumed 9.5 hours of Torino 2006 coverage.







**Italy**

The excitement of hosting the Olympic Winter Games gripped Italy and RAI provided one of the strongest Olympic Winter Games broadcasts in the country's history with more than 284 hours of coverage. Viewer hours reached 519 million, a 517% increase over Salt Lake 2002 and each viewer consumed an average of 9.5 hours of Torino 2006 coverage.

Netherlands

Consumption levels in the Netherlands rose by 87% from Salt Lake 2002, as each Dutch viewer watched an average of nearly 16 hours of Torino 2006 coverage. Dutch broadcaster NOS offered viewers more than 196 hours of coverage, marking a 67% increase over Salt Lake 2002.

Norway

Viewing levels in Norway per head were the second highest in the world, as each viewer consumed an average of 24.2 hours of coverage over the duration of the Olympic Winter Games. National broadcaster NRK offered viewers in Norway more than 320 hours of Olympic coverage, an average of 19 hours and 15 minutes per day.

Russia

Viewers in Russia were offered greater coverage on more channels and platforms than ever before. The 752 hours of coverage available in Russia marked an increase of 399% over Salt Lake 2002, and the popularity of the Olympic Winter Games and its broadcast generated more than 1 billion viewer hours, more than any other European country, to register a 60% increase from Salt Lake 2002.

Sweden

Torino 2006 was highly successful overall in Sweden, as the Games generated 220 million viewer hours – an impressive increase of 68% over Salt Lake 2002. And as Nicklas Lindstrom scored the game-winning goal in the Men's Ice Hockey gold medal game at Palasport Olimpico, 85% of potential viewers in Sweden tuned in to SVT.

United Kingdom

The BBC aired 104 hours of coverage of Torino 2006, and its digital channels offered an additional 661 hours of coverage. More than 4.3 million used the BBC's digital services, ranking Torino 2006 as the third most popular digital event in British history behind Athens 2004 and Wimbledon in 2005. An increase of 14% in terrestrial coverage generated 46% more viewer hours than Salt Lake 2002.



Asia

Broadcasters in Asia offered viewers more than 2,623 hours of Torino 2006 coverage, more than doubling the coverage of the 2002 Olympic Winter Games. This increase in coverage contributed to the continent generating more than 2.8 billion viewer hours, marking a 28% increase over the viewer hours for Salt Lake 2002. Viewer hours in Asia accounted for a significant 27% of the total global viewer hours, despite a considerable time difference.

China

With the Beijing 2008 Olympic Games approaching, China's interest in the Olympic Movement and the Games is strong. Coverage of the Olympic Winter Games increased by 88% from Salt Lake 2002 to Torino 2006, as more than 173 hours of dedicated coverage were broadcast. The coverage registered positively with viewers in China, generating 262 million viewer hours – an increase of 16% from the previous Games.

Japan

Broadcasters in Japan provided viewers with 559 hours of Torino 2006 coverage across eight channels, including one dedicated HDTV channel. This impressive coverage – which averaged 33 hours per day of competition – resulted in a 29% increase in viewer hours, or 2.3 billion hours, over Salt Lake 2002, as each viewer in Japan watched nearly 19 hours of the action.

South Korea

Live broadcasts dominated the television schedule in South Korea. Despite the major time difference, 73% of the coverage was presented live as the South Koreans enjoyed generous coverage, though none in prime time. Each viewer in South Korea consumed more than three hours of the Olympic Winter Games broadcast, and highlights of the Short Track Men's 500m final and 5,000m final events reached more than 5.9 million viewers.

Malaysia

In Malaysia, satellite broadcaster Astro offered more than 903 hours of Torino 2006 coverage on three channels to supplement the terrestrial broadcaster RTM. Total coverage was extensive, accounting for 35% of the total across Asia, and marking a significant increase of 2,200% over Salt Lake 2002. Offering viewers 920 hours of coverage in total, the Torino 2006 broadcast generated more than 76.5 million viewer hours.





North America

Canada and the United States were responsible for generating over 2 billion viewer hours, 20% of the worldwide total.

Canada

Torino 2006 Olympic Winter Games coverage in Canada was extensive, with broadcasters CBC, TSN and RDS offering a combined total of 557 hours of programming. The experience of the Games was eagerly anticipated, with each television viewer in Canada consuming more than 11 hours of coverage.

United States

The Torino 2006 broadcast on the networks of NBC Universal attracted 184 million unique viewers, the equivalent to two-thirds of all Americans. These results place Torino 2006 as the third most-watched Olympic Winter Games in the history of U.S. Olympic broadcasting – only 2% behind the record achieved by the Salt Lake 2002 broadcast. Audiences were offered more than 434 hours of dedicated Olympic Winter Games coverage, an increase of 17% from Salt Lake 2002. NBC's Internet offerings were very popular, as NBCOlympics.com doubled its Athens 2004 success by serving 9.1 million video streams of more than 125,000 hours of coverage.

Central & South America

The total broadcast coverage for Torino 2006 in Central and South America marked an increase over previous editions of the Olympic Winter Games, despite an unfavourable time difference and a relative lack of affinity for winter sport in this part of the world. Broadcasters provided over 500 hours of coverage, of which 42% of the Mexican broadcast was consumed by young viewers between the ages of four and 24.

Argentina

Dedicated sports channel TYC provided 33 hours of Torino 2006 coverage in Argentina, generating 2.2 million viewer hours. Highlights included the broadcast of the Opening Ceremony, which attracted 145,667 viewers.

Brazil

Brazil showed an impressive 368% increase in coverage over previous Olympic Winter Games, and its offering of more than 290 hours of programming amounted to 75% of the total coverage across Central and South America. Dedicated sport channels SPORTV and BandSports provided 171 hours of live coverage from Torino 2006, despite a major time difference.

Mexico

Viewers in Mexico were offered over 119 hours of dedicated coverage of Torino 2006 over three channels, with as much as 80% of the coverage provided live. Consumption of live coverage accounted for 83% of Mexico's more than 106 million viewer hours.

Oceania

Despite the significant time difference, the Torino 2006 broadcast was successful in Oceania, as broadcasters aired more than 180 hours of Olympic Winter Games programming and viewers matched global viewing levels by consuming an average of 3.5 hours of coverage each.

Australia

The Australian passion for sport and the Olympic Games was evident, as viewers consumed 3h 40m of dedicated Torino 2006 coverage.

New Zealand

TVNZ provided more than 91 hours of coverage – six hours per day of competition – to New Zealand viewers, who each consumed an average of three hours of the Torino 2006 broadcast.

Africa

South Africa

SuperSport offered extensive coverage of Torino 2006, broadcasting the Games simultaneously on two channels. The satellite network offered its subscribers more than 771 hours of coverage, the equivalent of 32 consecutive days of continuous coverage, an impressive 45 hours 22 minutes of coverage per day of competition. South Africa registered more than four million viewer hours.

Sub-Saharan Africa

For the first time in history, viewers in sub-Saharan Africa were able to experience the Olympic Winter Games through daily highlight programming offered by CFI.

Note: Sports Marketing Surveys (SMS) conducted global research on the Torino 2006 Olympic Winter Games broadcast on behalf of the International Olympic Committee. This report is based on conservative data, as out-of-home viewing, non-rights holding broadcast and news coverage of the Torino 2006 are not included. Facts and figures about the Torino 2006 Olympic Winter Games broadcast presented in this document are compiled from initial findings that the Olympic broadcast partners in metered markets made available by the time of publication. Due to reporting schedules, this document cannot include full, final data about the Olympic Winter Games broadcast from all metered and un-metered markets around the world. Final Torino 2006 Olympic broadcast reports will be available on the IOC web site, www.olympic.org





Record Broadcast Revenue

The Olympic broadcast partners provided unprecedented levels of support for the Olympic Movement and the staging of the XX Olympic Winter Games. Torino 2006 generated US\$833 million in broadcast rights fees revenue, the most ever for the Olympic Winter Games. The IOC contributed US\$408 million of this revenue to TOROC to support the staging of the Olympic Winter Games. The remaining 2006 Olympic broadcast revenue will be distributed throughout the Olympic Movement to the International Federations of Olympic winter sports (IFs), the National Olympic Committees (NOCs) through Olympic Solidarity and the IOC.

Torino 2006 Olympic Broadcast Revenue Facts

<i>Total Broadcast Revenue Generated</i>	<i>US\$ 833.1 million</i>
<i>Broadcast Contribution to TOROC</i>	<i>US\$ 408 million</i>

Torino 2006 Olympic Broadcast Rights Fees by Continent

Continent	Rights Fees
<i>Americas</i>	<i>US\$ 643 million</i>
<i>Asia</i>	<i>US\$ 40 million</i>
<i>Europe</i>	<i>US\$ 135 million</i>
<i>Oceania</i>	<i>US\$ 14 million</i>
<i>Africa</i>	<i>US\$ 600,000</i>
<i>Total Torino 2006 Olympic Broadcast Revenue</i>	<i>US\$ 833 million</i>





Promoting Torino 2006 & the Olympic Ideals

Olympic broadcast partners developed innovative programmes and features to promote the Torino 2006 Olympic Winter Games. Such programmes helped to spread the Olympic ideals, share the spirit of the Games with the public, affirm the identity of the Olympic broadcaster in the minds of viewers, and encourage Games viewership. Below are two examples from major markets.

Japan NHK



- NHK included a segment called “Road to Torino”, with Olympic athlete interviews, overviews of the Torino 2006 Olympic Winter Games and other features, in its weekly sports show
- NHK-produced a 1h 45 min live broadcast (in HD) from Turin for “200 Days Before the Opening Ceremony”
- NHK also received a boost from “Torino 2006: Winter Olympic Games and More,” an exhibition which was held at the International Expo in Aichi
- NHK filmed and produced Olympic-related feature programmes that aired in the lead-up to the Games. During the process, NHK included footage from these features in its regular news programmes

United States NBC



NBC created an in-school programme to promote the Torino 2006 Olympic Winter Games to youth. The broadcaster provided a kit for schools that included Olympic-themed newspapers, posters, class exercises, and a TV programming guide. The programme reached more than 2,5 million school children and their parents:

- 96% of educators used or planned to use the programme
- 91% of educators rated the programme as extremely or very useful
- 50,000 downloads of the teaching materials from NBC website
- 25 schools visited by Olympians (NBC conducted the programme in conjunction with the United States Olympic Committee)

ATHENS 2004 OLYMPIC GAMES TICKETS

Athens 2004 spectators witnessed the pinnacle of sport in a magnificent setting, as the Athens 2004 Olympic Games competitions were staged throughout Attica — in the center of Athens and along the Aegean seaside — as well as in Thessaloniki, Volos, Heraklio, Patras and Olympia.

Spectators flocked to the ancient fields of Olympia, lined the road from Marathon, filled the ancient Panathinaiko Stadium, and marveled at the engineering mastery of the new Olympic Stadium. They witnessed road races around the majestic Acropolis, viewed the triathlon along the picturesque coastline of Voulaigmeni, and experienced the vital atmosphere of Faliro. In the midst of the ancient and the modern, the Athens 2004 Olympic Games provided spectators with an unforgettable experience.

Athens 2004 made available a total of more than 5.3 million Olympic Games ceremony and competition tickets. The Organising Committee also developed a ticketing programme and pricing plan designed to best ensure that all members of the public in all socio-economic groups would be able to experience the Athens 2004 Olympic Games.



The average Athens 2004 ticket price was 34% cheaper than the average Sydney 2000 ticket price.

- 

Ceremony ticket prices ranged from 50 to 950
- 

55% of the tickets were priced at less than 20
- 

Sports ticket prices ranged from 10 to 300
- 

68% of the tickets were priced between 10 and 30
- 

38% of the tickets were priced between 10 or 15

“GREECE GAVE THE WORLD TWO MAGNIFICENT WEEKS OF SPORT.”
— THE TIMES (UNITED KINGDOM)

Staged in the smallest country ever to host the Olympic Games, Athens 2004 surpassed ticketing revenue targets and established a per capita record for Olympic sport and ceremony ticket sales.



Day 3: Athens Eclipses Seoul and Barcelona

On August 16, Athens 2004 eclipsed Seoul 1988 and Barcelona 1992 in the total number of ticket sold. Throughout the remainder of the Athens 2004 Olympic Games, spectators purchased an additional 500,000 tickets. Athens 2004 ticket sales ultimately reached 3,581,080.

Day 4: Athens Surpasses Revenue Target

On August 17, Athens 2004 tickets sales surpassed the Organising Committee’s revenue target of 183 million. Ticket sales ultimately generated 202.5 million, providing substantial support the staging of the Olympic Games.

“EFHARISTO, ATHENS, FOR ARCHITECTURAL MASTERPIECES OF STADIUMS AND ARENAS THAT SHOWCASED RECORD PERFORMANCES.” — ASSOCIATED PRESS

Athens 2004 Tickets Sold	3,581,080
Athens 2004 Ticketing Revenue	202.5 million





Torino 2006 Olympic Tickets



The ticketing programme for the XX Olympic Winter Games in Turin was highly successful. The excitement of Torino 2006 competitions and ceremonies attracted visitors and spectators from Italy and around the world, who purchased 90% of the available tickets. The programme reached its budget target on Day 6 of competitions, and ultimately surpassed its goal by €5 million.

Torino 2006 tickets

<i>Tickets Available</i>	1,133,481
<i>Tickets Sold</i>	896,481*
<i>Target Revenue</i>	€ 64,400,000
<i>Total Revenue</i>	€ 66,000,000** [4% over target]
<i>Ticket Sales to Public</i>	495,000 [55%]

* This figure does not include 30,000 tickets sold for the training sessions at Palavela

** This figure represents the net to the Organising Committee after VAT





Ticket Promotions

The Marketing Department of the Turin Organising Committee was responsible for all technical aspects of promoting the sale of Olympic Winter Games tickets to various target markets, including:

- the public
- associations and federations for winter sports in Italy
- residents of the mountain and valley areas of the Piedmont Region
- schools and other educational organisations

Four major promotional approaches were used to raise awareness among these audiences:

- traditional advertising
- newspaper promotions
- direct mail
- sponsor points of sale

Olympic Sponsor Support

Several Olympic sponsors contributed to the success of the Torino 2006 Ticketing programme:

- Visa provided and operated the payment systems for the purchase of Torino 2006 tickets
- TicketOne offered Torino 2006 tickets online and at 350 retail points of sale
- Sanpaolo promoted and sold Torino 2006 tickets at 3,000 bank branches



Ticket Sales Process

The first phase of Torino 2006 ticket sales ran from November to mid-December 2004, with a random selection system applied for cases in which demand exceeded availability. Buyers received official notification from the Organising Committee confirming the purchase of tickets in January 2005. The second phase of Torino 2006 ticket sales began in February 2005 with real-time sales. Buyers received vouchers immediately and tickets were shipped to the purchasers’ addresses in December 2005.

Real-time Ticket Sale Channels

Location	Available Sales Channels
Italy	<i>www.torino2006.org/tickets</i> <i>Torino 2006 Call Center</i> <i>3,000 branches of the Sanpaolo Group</i> <i>350 TicketOne points of sale</i>
European Economic Area	<i>www.torino2006.org/tickets</i> <i>Torino 2006 Call Center</i> <i>National Olympic Committees</i>
All Other Countries	<i>National Olympic Committees</i>

Torino 2006 Ticket Pricing Facts

- 17% of the tickets are priced between € 20 and € 30
- 33% of the tickets are priced between € 30 and € 50
- 24% of the tickets are priced between € 50 and € 80
- 12% of the tickets are priced between € 80 and € 100
- 8% of the tickets are priced between € 100 and € 150
- 6% of the tickets are priced over € 150
- Sports ticket price range: € 20 to € 370
- Ceremony ticket price range: € 250 to € 850





Torino 2006 Licensing



The Torino 2006 licensing programme provided consumers with merchandise and souvenirs that commemorated the XX Olympic Winter Games, represented the Olympic image and expressed the unique spirit and identity of Torino 2006. The licensing programme was a great success, with a large selection of apparel and other merchandise that carried the Torino 2006 emblem, design elements, pictograms and mascots available through a wide range of sales channels.

- Royalties from the sale of Torino 2006 merchandise provided support for the Italian Olympic team and the staging of the XX Olympic Winter Games
- The Organising Committee established a sophisticated national and international sales network of more than 2,000 authorised retailers of official Torino 2006 merchandise
- During the Games the Olympic Superstore welcomed more than 300,000 customers
- Sales peaked with more than 22,000 receipts on 18 February 2006
- Torino 2006 continued strong Olympic traditions by developing programmes for Olympic coins and stamps



Torino 2006 Licensing Facts

Official Licensees	32
Product Categories	35
Products Sold	540,000
Total Revenue	€ 16.7 million
Target Revenue	€ 15 million
Gross Games-time Sales [1 – 28 February]	€ 11.8 million

Licensing Programme Development

The Turin Organising Committee identified key principles for a successful licensing programme for the XX Olympic Winter Games. These principles guided the development and activation of the programme, ensuring that the programme suited the Italian marketplace, fostered strong partnerships and maximised sales opportunities.

Establishing Strong Partnerships – The Turin Organising Committee built strong partnerships by providing licensees with exclusive rights to major product categories that included a range of items. For example, Asics – an Official Sponsor of Torino 2006 – was the exclusive Torino 2006 licensee for product categories that included outerwear, sportswear, casual wear, clothing accessories, rucksacks and big bags.

Creating an Effective Distribution Network – The Turin Organising Committee established a sophisticated distribution network that provided consumers with a range of opportunities to purchase official Torino 2006 merchandise through a variety of sales channels:

- multiple Olympic Stores throughout Italy
- efficient online purchasing opportunities
- effective concessions at Olympic venues

A full 70% of licensed merchandise sales were generated through the Turin Organising Committee's distribution network. The remainder resulted from partnerships with various National Olympic Committees for sales outside Italy.

A Sophisticated Sales Network – To ensure the success of the Torino 2006 licensed merchandise programme, the Turin Organising Committee developed a sophisticated national, international and e-commerce retail sales network. These networks shared the spirit of Torino 2006 with the world by providing consumers with multiple channels for purchasing official merchandise and souvenirs.





Earbags Paraorecchie

096. €12,00



Five Olympic Stores opened throughout Italy during the lead-up to the Games. The Olympic Superstore, a 2,000 square metre retail centre in Torino's Piazza Vittorio Veneto, opened for business on 1 December 2006. The Organising Committee also established strategic partnerships with major retailers and made merchandise available online at www.olympicstore.it

The Organising Committee also established agreements with the National Olympic Committees in Canada, Japan and the United States to market official Torino 2006 merchandise in those countries. In addition, Torino 2006 retail areas were created in airports in Austria, Sweden, Switzerland and Denmark.

National Retail Network

Olympic Stores: 5

Authorised Retailers: 2,000 +

Partnership with Carrefour Italia for national distribution: Retail "corners" in 40 Carrefour stores

E-commerce

Online sales in Italy and abroad via www.olympicstore.it

The Olympic Superstore

Types of Merchandise Available: 800 +

Superstore Customers: 300,000 +

Area: 2,000 square metres

Maximum Capacity: 1,200 people

Staff: 150

Venue Concessions

Open: Games Time

Venue Concession Areas: 40

Total Area: 1,500 square metres

Staff: 250



Olympic Sponsor Support

Olympic sponsors participated in the Torino 2006 licensing programme in various ways, furthering their support for the XX Olympic Winter Games, providing high-quality merchandise to consumers and contributing to the overall success of the programme:

- Visa International, a Worldwide Olympic Partner, supported the licensing programme by providing the payment systems to facilitate the purchase of official merchandise.
- The Swatch Group – parent company of Omega, a Worldwide Olympic Partner – participated in the programme as a licensee, creating high-quality timepieces that commemorated the Games. In addition, the company created limited-edition timepieces to reflect its long history of support for the Olympic Games, including the Omega Olympic Timeless Collection of six chronographs and the Omega Pocket Watch 1932 – a replica of the Omega chronograph used by timekeepers at the 1932 Olympic Games in Los Angeles.
- Asics, an Official Sponsor, made clothing, accessories and other apparel with the Torino 2006 identity available to consumers.

Successful Numismatic & Philatelic Programmes

Torino 2006 continued a long tradition in the Olympic Movement by creating Olympic coins and stamps that commemorated the XX Olympic Winter Games.

The striking of Olympic coins began in ancient times, and was revived at the 1952 Olympic Games in Helsinki. Torino 2006 struck 11 Olympic coins at the Italian Mint – the *Istituto Poligrafico e Zecca dello Stato*. The collection of six silver coins and five gold coins depicted various Olympic winter sports disciplines, monuments of the Turin region and the symbol of the Torino 2006 Olympic Torch Relay. Of nominal value ranging from €5 to €50, the coins were distributed in Italy by the Mint, 3,000 Sanpaolo bank branches and other group banks.

The Torino 2006 philatelic programme, which continued a tradition that began with the first modern Olympic Games in Athens 1896, included a series of seven stamps. One stamp was dedicated to the Torino 2006 mascots, while the others celebrated the cities hosting Torino 2006 competitions. At the commencement of the XX Olympic Winter Games, nine additional stamps were issued, with eight depicting the Olympic winter sports and one dedicated to the Paralympics.

Torino 2006 Official Licensees

Licensee	Products
Asics	Outerwear, sportswear, casual wear clothing accessories, rucksacks, big bags
AAMS – Cosnsorzio Lotterie Nazionali	“Gratta e vinci” programme
BHolding	Notebooks and lenticular accessories
Boglaffi	Posters
Caffarel	Chocolate
Cattaneo Cravatte	Ties, silk foulard and pochette
Codital	Slippers
Dale of Norway	Norwegian knitwear
EarBags	Earwarmers
Editrice il Castoro	Mascots books for children
Ferrino	Mountain and trekking accessories
Fontanafredda	Wines
Fun Box	Board games
Giemme	Writing instruments, mousepads and umbrellas
Giochi Preziosi	Stuffed toys
Ikon	Celebrative medals
Innov8	Scarves
ISM Ltd.	Video games
Kelemata	Perfume, lipstick
La Stampa	Special projects
Lanterna Magica	Home video cartoon
Mondo	Balls, snow toys
Pastiglie Leone	Candy pastilles
Ravensburger	Puzzles
RCS – Gazzetta Dello Sport	Sports-themed books, DVDs
Segway inc.	Segway human transporter
Seri System	Porcelain accessories [mugs, plates], non-sport luggage, thermal bags, towels, blankets in wool (non-Norwegian) and fleece
Sintesi	Ski helmets, bibs, tubolars, headbands
Smoby Italia	Die cast, pinball game
The Swatch Group	Watches, stop-watches
Tecnoptic	Eyewear
Trofè	Pins, key chains



Langhe
Denominazione di
Origine Controllata
Nebbiolo

torino 2006
Olympic rings

Barbera
d'Alba
Denominazione di
Origine Controllata



Protecting the Olympic Brand



The value of an association with the Olympic Games is upheld by the strategies and programmes that the Olympic Movement implements to protect the Olympic brand and the Olympic partners' exclusive marketing rights. In 2006, the Olympic Parties – the IOC, the National Olympic Committees and the Turin Organising Committee – combined their efforts to develop and execute strong initiatives to protect the Olympic brand as well as raise awareness of the general public on ambush marketing within the host country and worldwide. Employing successful practices from past Games as well as innovative new methods, the 2006 Olympic Winter Games established a new standard in the protection of the Olympic brand and partners' rights.

IOC Anti-Ambush Campaign

For Torino 2006, the IOC developed for the first time an international anti-ambush campaign implemented by the National Olympic Committees on the prevention of ambush marketing for the benefit of the Olympic Movement. The objectives of the campaign were to build awareness of the contributions of Olympic sponsors, the threat of ambush marketing and the negative impact of ambush marketing on the Olympic Movement. To this end, the IOC developed and distributed a kit to National Olympic Committees providing guidance on local implementation of the campaign.



The key messages of the campaign communicated the identities, roles and contributions of Olympic sponsors, defined ambush marketing and the damage it can cause to the Olympic Movement and presented ideas on how stakeholders can combat ambush marketing.

Contents of the Anti-Ambush Campaign Kit

- Two template anti-ambush print advertisements – one all text and one containing visual
- Template letter for local advertising agencies – to solicit their support in the anti-ambush effort
- Template press release communicating the key campaign messages
- Tips for local anti-ambush communications initiatives
- Post-campaign analysis questionnaire

Implementation

- Anti-ambush campaign kit sent to all NOCs participating in the Torino 2006 Olympic Winter Games
- Kit was produced in three languages – French, English and Spanish
- Intensified application, funding and customisation of the campaign in 11 key markets selected by the IOC on such criteria as the history of ambush activities in the market, the relevance of winter sports in the market and markets identified by the TOP sponsors. The 11 markets were: Belgium, France, Germany, Japan, Korea, Mexico, Netherlands, New Zealand, Slovenia, Sweden and Switzerland.

Implementation Highlights

France

Advertisements were published from the end of January to the middle of February 2006, with placement in the leading business newspapers *Le Figaro* and *Le Monde* (717,000 total circulation), in the daily sports newspaper *L'Equipe* and in *L'Equipe Magazine* dedicated to Torino 2006 (724,000 total circulation) and in the two leading marketing and communication publications, *CB News* and *Stratégie*. The campaign was also featured on the French NOC website, the NOC newsletter dedicated to Torino 2006 and will be included in the 2006 annual report. The NOC staged a major press conference on 24 January 2006, which attracted attention from major French media.

Korea

The campaign was translated into Korean and placed in the magazines *Che Yuk*, *Kook Min Che Yuk* 21 and *Si Min Che Yuk*, targeting a broad adult audience. On 6 February 2006, the NOC staged a major press conference that attracted national print and broadcast media attention.





The Korean NOC placed the campaign on its website and distributed leaflets and posters at national sports festivals, to national federations, to local sports organisations, and to Korean NOC local sponsors. Finally, the campaign was featured in the Korean public transport system:

- 3 Seoul subway lines – nearly 2.4 million passengers daily
- 1 Pusan subway line – more than 453,000 passengers daily
- Seoul buses – 33,357 passengers daily
- Pusan buses – 33,357 passengers daily

Mexico

As a result of a major press conference staged by the NOC of Mexico to address the subject of ambush marketing and to introduce the anti-ambush campaign, seven major newspapers in Mexico published articles on the subject on 2 February 2006. The NOC placed advertisements in the sports newspaper *Esto* and the daily newspaper *La Prensa* (750,000 total circulation), in the sports newspapers *Marcador* and *Ovaciones* and in the daily newspapers *El Universal* and *El Sol de Mexico*. The NOC also featured the campaign in its magazine and on its website.

Japan

In February 2006, the NOC of Japan provided extensive national exposure to the anti-ambush campaign by placing the Japanese announcements in numerous publications that covered a range of key demographics and interests:

- The monthly magazine *Nikkei Business* targeting the business community, with a circulation of 331,000 per issue
- The sports magazines *VS*, *Sports Yeah!* and *Number*, with a combined total circulation of 322,000
- The magazines *Weekly Pia*, *Yomiuri Weekly*, *Sunday Mainichi* and *Caz & Mart*, targeting the adult population, with a combined total circulation of 665,000

- The TV guide magazines *TV Pia*, *TV Guide Torino Special* and *TV Station*, with total circulation of 704,000

New Zealand

In New Zealand, the campaign received extensive support from the NOC, with publication of the print announcements in various daily newspapers, prominent coverage in NOC communications platforms, and direct communication with journalists.

- In January and February 2006, the colour advertisement was placed in:
 - the metropolitan daily newspapers *New Zealand Herald*, *Otago Daily Times*, *Dominion Post* and *The Press*, with total daily circulation of 434,483
 - New Zealand's 17 regional daily newspapers, amounting to 51 placements, with total daily circulation of 241,421
 - the national newspapers *Waikato Times*, *Sunday Star Times* and *National Business Review* targeting the business community, with total circulation of 258,411
 - the leading magazines *NZ Listener*, *North and South* and *Air New Zealand* targeting a broad audience
- The campaign was featured in the NOC electronic newsletter and NOC magazine. The NOC conducted direct discussions on the issue of ambush marketing with the media and the issue was raised in 17 different media platforms from January 12 to 21, 2006.

Key Results

- In certain countries up to 73% of the population was exposed to the campaign
- NOCs were vital for the international implementation of the campaign and played a key role when interacting with the local media community
- Unprecedented interest of the media in ambush-related matters
- Growing interest in the NOC community for brand protection matters



Broadcast and Internet Monitoring

The IOC continued the highly effective practices of broadcast and Internet monitoring during the 2006 Olympic Winter Games. Designed to protect the Olympic Movement and the contractual rights of broadcast and marketing partners, the sophisticated programme monitors global television broadcasts and thousands of web sites for various infringements of Olympic marketing, broadcasting and clean venue regulations:

- Any unauthorised use of the Olympic Marks
- Ambush marketing advertisements
- Commercial overlays on the Olympic Games broadcast, commonly referred to as “clean screen” infringements
- Overt in-studio commercial signage or presence marketing
- Misuse and/or unauthorised use of Olympic properties and/or rights by broadcasters rights holders, Olympic sponsors and NOC sponsors
- Olympic athletes’ and TV presenters’ manufacturers’ label on their clothing exceeding 20cm² in size

Compliance monitoring successfully identified infringing material in markets of concern, enabling the IOC to act swiftly for the removal of such activity to protect the Olympic brand and the rights of sponsors, broadcasters and licensees.

- The Olympic broadcast was monitored in 35 key markets
- An efficient communications network and reporting system was constructed between field analysts in 35 countries, the monitoring agency’s offices in several countries, and the IOC officials in Turin
- The programme included around-the-clock monitoring over the course of the first three days of competition

Clean Field of Play

The Olympic Games is the only major event in the world today that, as a matter of strict policy, maintains a commercial-free field of play, with very limited branding allowed. A clean field of play emphasises sport over the commercial agenda and protects the Olympic brand. This standard also eliminates distracting messages from the field of play and differentiates the Olympic Games from virtually all other sporting events.





torino 2006



torino 2006

Passion lives here

torino 2006







- For several years before the Games, the IOC educated the Turin Organising Committee on branding policies and measures for ensuring strict compliance
- In the year leading up to the Games, the Organising Committee trained venue managers and other personnel on policies and practices for ensuring a clean field of play
- In the weeks and days prior to the Games, IOC brand protection teams toured all venues to ensure compliance with branding guidelines
- During the 2006 Olympic Winter Games, specialists and trained volunteers were deployed daily to ensure branding compliance and to protect the rights of Olympic partners
- The broadcast monitoring programme was instrumental in maintaining a clean field of play, as it enabled further analysis of critical areas
- For more than a decade, the IOC has worked with sporting good manufacturers worldwide to establish the Sports Goods Industry Marketing Code, an agreement that establishes a standard of fair marketing practices by sporting goods companies regarding the Olympic Games, Olympic imagery and Olympic athletes
- Athletes, NOCs, IFs and sports equipment manufacturers also contribute to setting a unique visual stage for the Games by adapting athletes' uniforms to Olympic standards which limit commercial branding

Throughout the Community

- The support of venue cities and other non-commercial bodies was instrumental to ensure a consistent brand image for the Olympic Games which avoided brand dilution and risks for ambush marketing
- Criminal, financial and civil law enforcement authorities from federal, provincial and municipal levels united forces to combat counterfeit merchandise and ambush marketing



Olympic Marks Approval

Olympic partners communicate their association with the Olympic brand through the use of Olympic marks, imagery and references. To protect the Olympic brand and to ensure the value of Olympic association for all Olympic partners, all such executions must adhere to established standards of proper usage.

The standards for proper usage of Olympic marks are guided by Olympic Charter and detailed in the *Olympic Marks & Imagery Usage Manual* published by the IOC. With these resources as a basis, the IOC and the Organising Committees review all materials, executions and communications of Olympic sponsors, broadcasters and other Olympic entities that include Olympic references, imagery or marks to ensure compliance with guidelines for proper usage. Furthermore, the IOC and the Organising Committee work to protect the rights of all Olympic partners by preventing and confronting the unauthorised use of Olympic marks, imagery or references by non-Olympic partners.

The Olympic Marketing Extranet online communications resource is instrumental in managing the process of Olympic marks approval worldwide. Known as Athena and managed by IOC Television & Marketing Services, the extranet provides Olympic partners with an efficient and effective means of submitting materials and executions for review and receiving timely approval.







Acknowledgements



The Olympic broadcast partners

United States – National Broadcasting Company Inc. (NBC)

Canada – Canadian Broadcasting Corporation (CBC)

Central/South America – Organizacion de la Television Ibero-Americana (OTI)

Europe – European Broadcasting Union (EBU)

Australia – Seven Network Limited

New Zealand – TV New Zealand (TVNZ)

Asia – Asia-Pacific Broadcasting Union (ABU)

Japan – Japan Olympic Pool

Korea – Korean Olympic Pool

South Africa – Supersport International

Middle East – Arabic Radio and Television (ART)



Worldwide Olympic Partners



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